

The Safety Authority

DuPont Safety Processes **A Discussion for Leaders**



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DuPont Safety Resources

BUILDING A SAFER WORLD®



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Discussion Overview

- **DuPont Safety culture**
 - **Origin, Mission, Statistics**
- **Role of leaders at all levels**
 - **Creating culture**
- **Specific safety programs**
 - **Type**
 - **Priority**
 - **Enforcement**

DuPont 1802

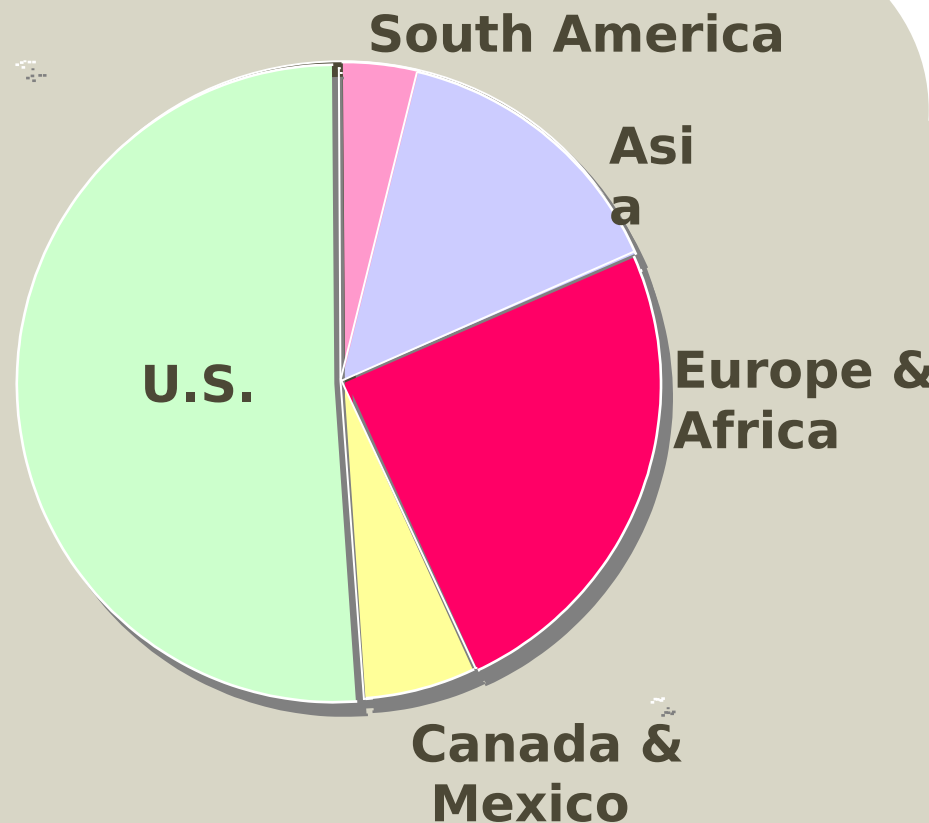
- 100 employees
- 1 site
- 1 country
- 1 product
- 12 customers
- \$36,000 investment
- \$500,000 revenue



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DuPont Today

- 55,000 employees
- 210 sites
- 70 countries
- 2,400 products
- 25,000 customers
- \$38B investment
- \$22B revenue



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DuPont Vision

To be the world's most dynamic science company, creating sustainable solutions essential to a better, safer, healthier life for people everywhere.



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DuPont Vision, Mission, Core Values

Mission: Sustainable Growth

(Increasing shareholder and societal value while decreasing our environmental footprint)

Shared Vision

To be the world's most dynamic science company, creating sustainable solutions essential to a better, safer, healthier life for people everywhere.

Safety & Health

Environmental Stewardship

Ethical Behavior

Respect for People

Core Values

2010

Milestones

- ▢ Saved the life of or reduced serious injury to 1,000,000 people.
- ▢ Recognized among the top 3 enablers of human connectivity worldwide.
- ▢ Recognized among the top 2 enablers of healthy, safe, affordable food.
- ▢ In the top 5 of the Fortune Most Admired global companies.
- ▢ Viewed by 75% of our customers as critical to their success.
- ▢ 40% of consumers worldwide recognize DuPont for science-based solutions, quality and trust.
- ▢ 85% of employees see DuPont as a great place to work.
- ▢ 25% of revenue is from non-depletable resources.

2010 Business Results

- ▢ No. 1 or 2 in scale and scope in each platform
- ▢ \$40 billion in revenue
- ▢ \$90 billion in market cap
- ▢ 60% sales outside USA
- ▢ \$4 billion in earnings
- ▢ 18 percent ROIC
- ▢ 5 consecutive years of being in the top quartile of comparison companies in EPS performance
- ▢ Triple the Shareholder Value Added per pound of product

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35% of revenue is from science-based solutions introduced in the last 10 years

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Core Values

- **Safety, Health and Environment - SHE**
- **Ethics**
- **People Treatment**

Our Goal is “0”

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DuPont Safety Beliefs

- **All injuries can be prevented.**
- **Management is responsible for preventing injuries.**
- **Working safely is a condition of employment.**
- **All exposures can be safeguarded.**
- **Safety training is essential.**
- **Employee involvement is essential.**
- **Prevention of injuries is good business.**

Management System

Strong Leadership

- Visible, Demonstrated Commitment
- Clear, Meaningful Policies and Principles
- Challenging Goals and Plans
- High Standards of Performance

Right Structure

- Line Management Accountability
- Talented Supportive Staff
- Integrated for Key Goals
- Progressive Motivation
- Integrated Managing Structure

Focused Action

- Robust Two-way Communication
- Continuous Training and Development
- Timely Investigations and Reports
- Effective Audits and Re-evaluation

The Company Business Culture

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Safety Management System

Strong Leadership

- Visible, Demonstrated **Safety** Commitment
- Clear, Meaningful **Safety** Policies and Principles

Right Structure

- Line Management **Safety** Accountability
- Talented Supportive **Safety** Staff
- Integrated for Key **Safety** Goals
- Progressive **Safety** Motivation
- Integrated **Safety** Managing Structure

Focused Action

- Robust Two-way **Safety** Communication
- Continuous **Safety** Training and Development
- Timely **Safety** Investigations and Reports
- Effective **Safety** Audits and Re-evaluation

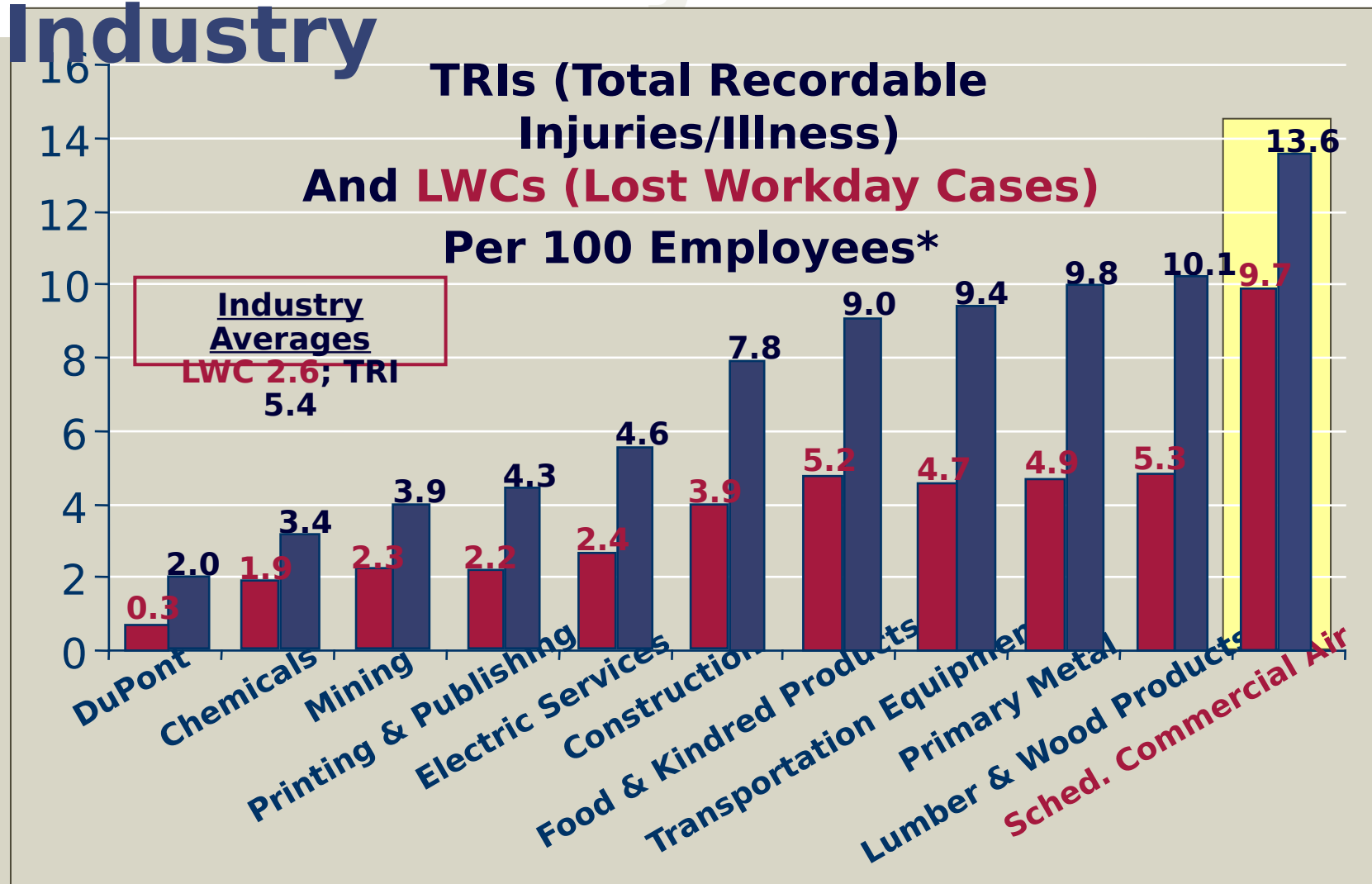
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State Of The Airline Industry



* U.S. Bureau of Labor Statistics, 2001 Data

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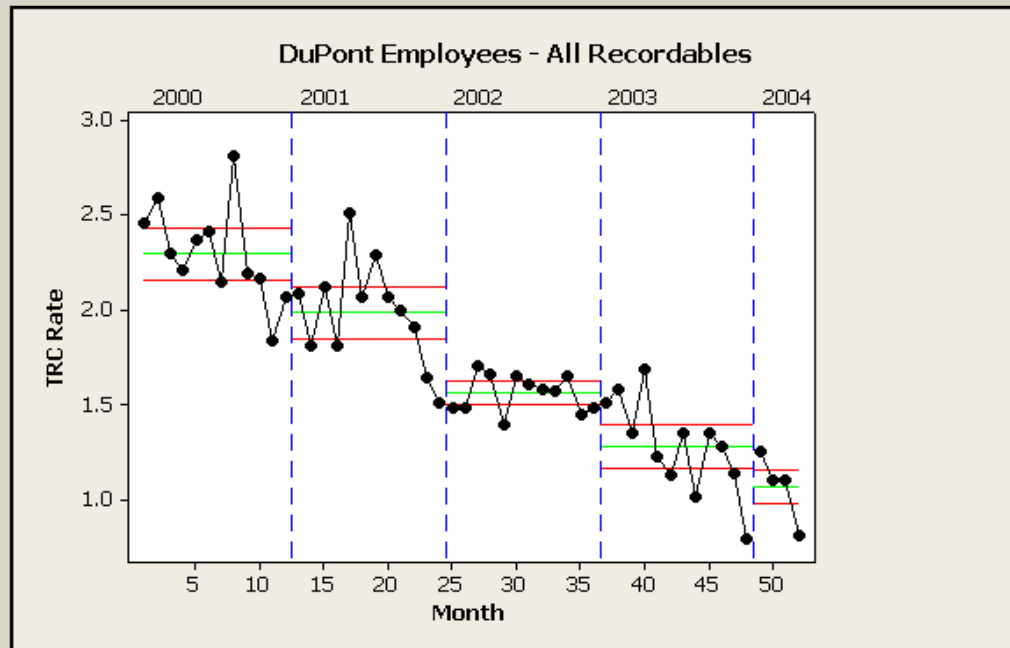


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Global DuPont Employee Cases

Employees Hurt

	<u>TRC</u>	<u>LWC</u>	<u>FTL</u>	
1999	1613	333	0	
2000	1854 (2.192)	277 (0.328)	0	
2001	1807 (2.012)	320 (0.356)	1	— Asbestos
2002	1259 (1.555)	247 (0.305)	0	
2003	1041 (1.283)	213 (0.263)	2	— Vehicle
2004 (Apr)	300 (1.068)	44 (0.157)	0	— Chemical Exposure



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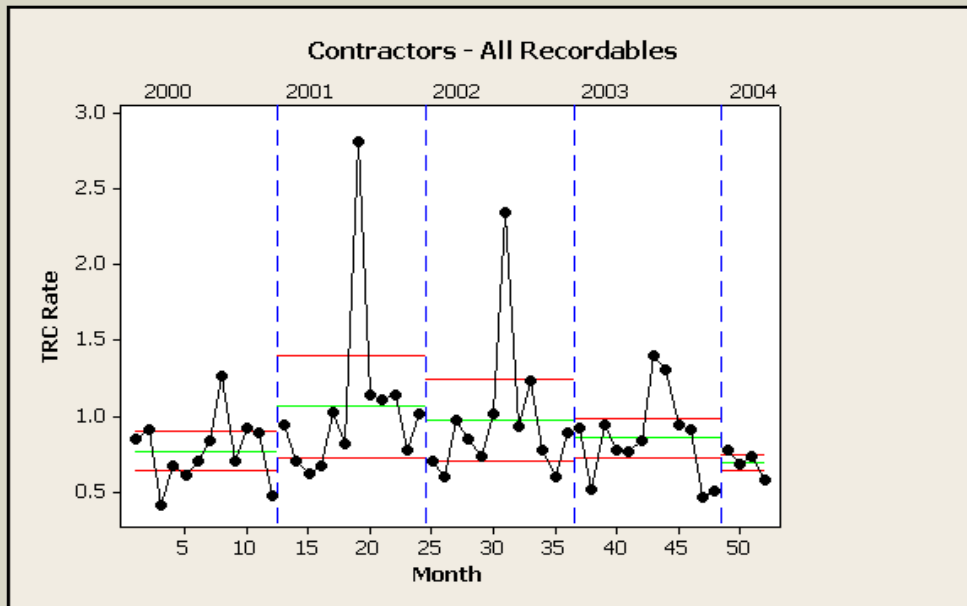


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Global DuPont Contractor Cases

Contractors Hurt

	<u>TRC</u>	<u>LWC</u>	<u>FTL</u>	
1999	204	16	0	
2000	220 (0.777)	12 (0.042)	0	
2001	380 (1.103)	43 (0.125)	4	<div>Electrical</div> <div>Nitrogen</div> <div>Fall</div> <div>Crushed</div>
2002	318 (0.982)	37 (0.114)	0	
2003	309 (0.877)	32 (0.091)	0	
2004 (Apr)	82 (0.692)	7 (0.059)	0	



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Global DuPont - Employee Off

Job

	2004 <u>April YTD</u>	2003 <u>Full Year</u>
Employees		
Off-Job LWCs/Fatalities	94/4	373/10
Fall, Slip		33%
27%		
Sports	19%	15%
Driving	21%	19%
Other Transp. Modes	11%	20%
Fatalities:		
Driving	2	4
Motorcycles	1	4
Pedestrian	-	-
Swimming	-	-
Other	1	2

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Role of the Leader

A Competitive Safety Operating Discipline

Strong Leadership

- Visible, Demonstrated **Safety** Commitment
- Clear, Meaningful **Safety** Policies and Principles

Right Structure

- Line Management **Safety** Accountability
- Talented Supportive **Safety** Staff
- Integrated for Key **Safety** Goals
- Progressive **Safety** Motivation
- Integrated **Safety** Managing Structure

Focused Action

- Robust Two-way **Safety** Communication
- Continuous **Safety** Training and Development
- Timely **Safety** Investigations and Reports
- Effective **Safety** Audits and Re-evaluation

The Company Safety Culture

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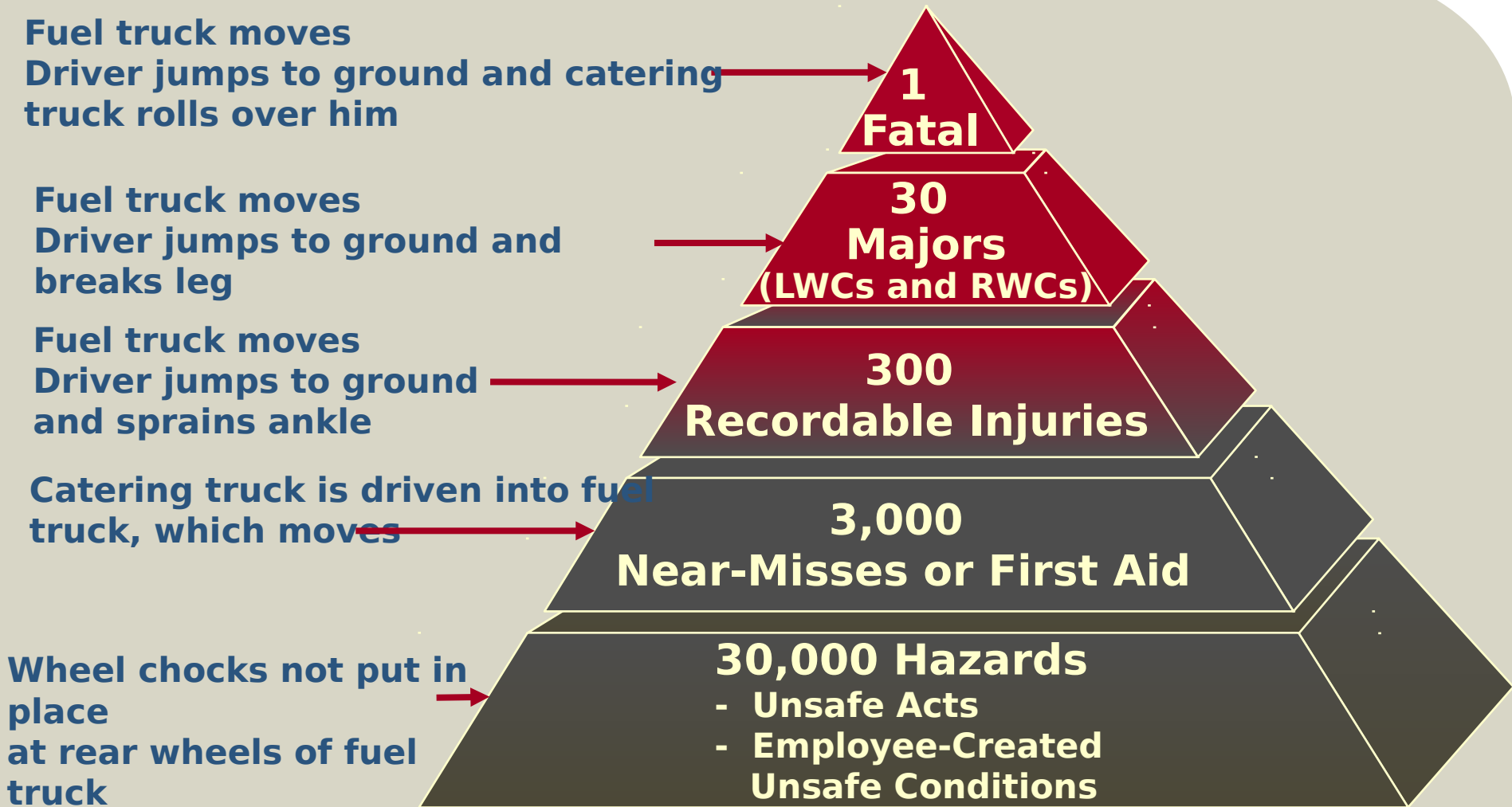


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Role of the Leader

- **Set the goals**
- **Explain it; Live it; Do it**
- **Maintain rituals**
- **Ask for help when needed**
- **Create interdependence among all
(make the victory everyone's
victory)**

Hazard Pyramid

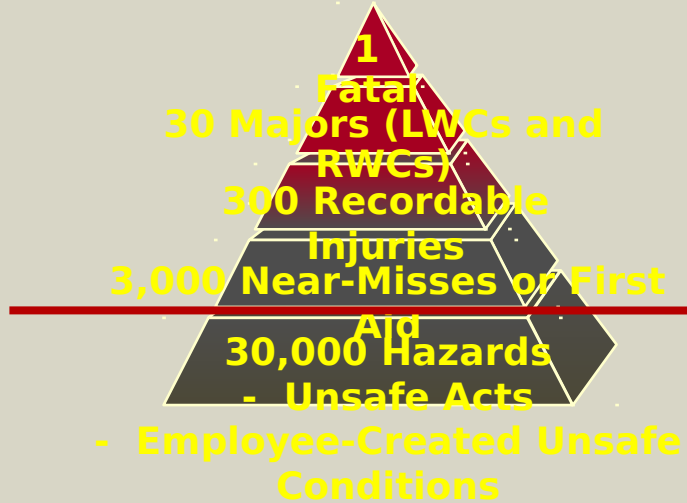


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Leaders Focus on Culture



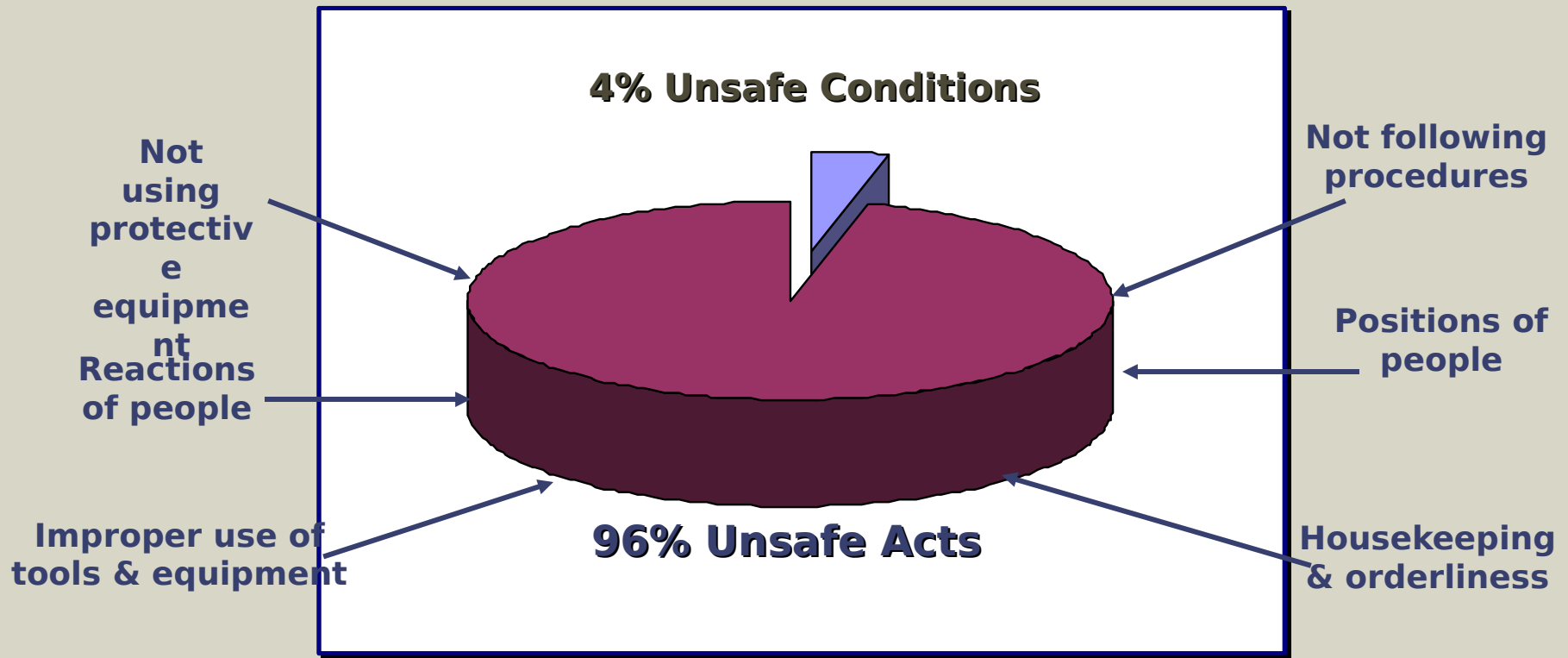
**Human
Factors**



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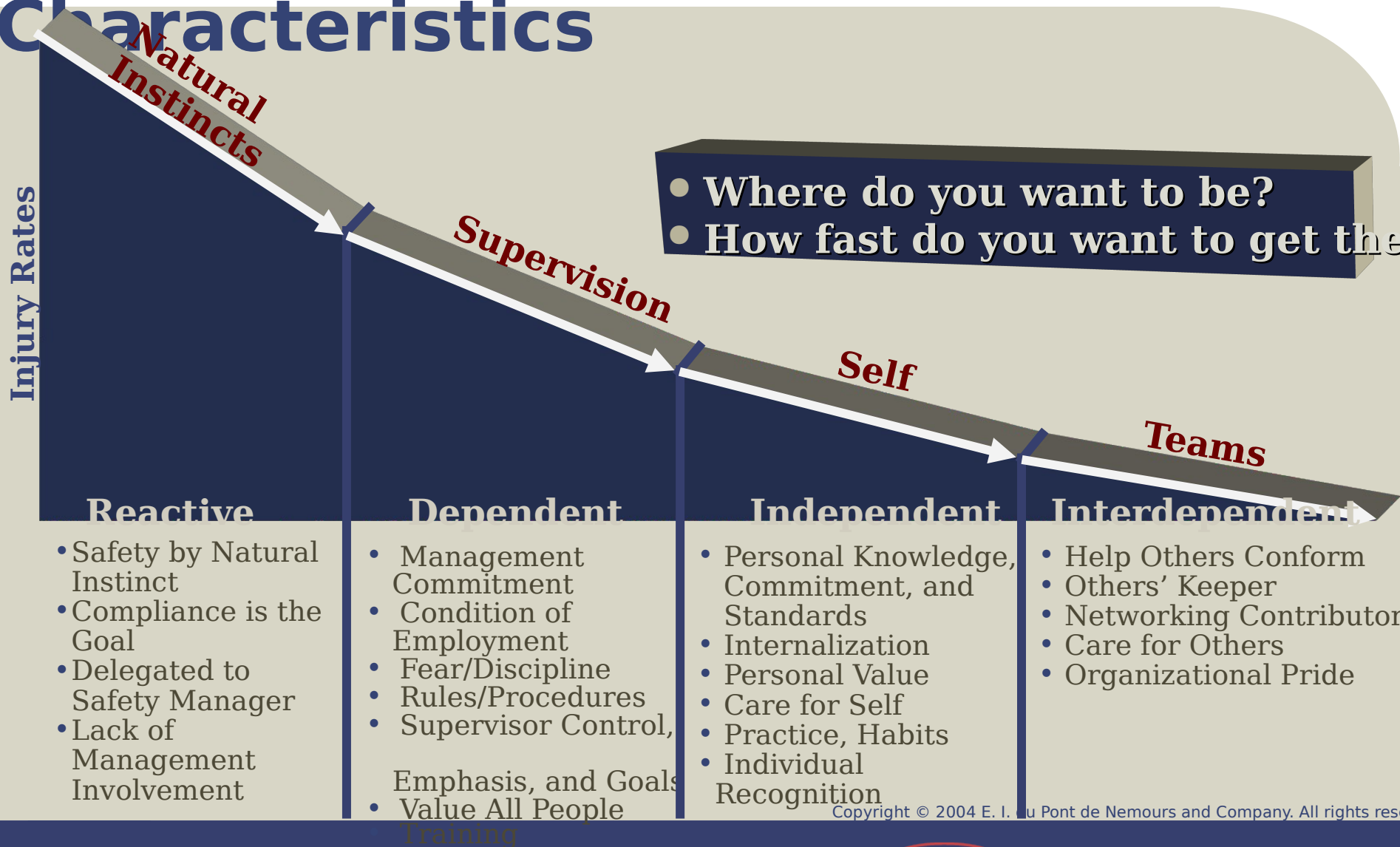
Focus on Unsafe Behaviors

Most are caused by unsafe actions and behaviors (including management behaviors), **not** conditions and equipment.



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Safety Culture Characteristics



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What Leaders Do....

- **Never pass by any substandard behavior - “Show me you care”**
- **Always take time to explain what you mean - “Make me aware”**
- **Be willing to take the hard line - set the standard for the organization**

What Leaders Do....Rituals

- **Continuous Training**
- **Support safety with budget**
- **Set frequent safety meetings for all**
- **Attend these meetings**
- **Put yourself in the rotation for audits**
- **Ensure organization follows up**
- **Communicate your intent frequently**
- **Tell the stories**

Safety Programs - Type

- **Injury reduction**
 - **Hand safety**
 - **Chemical management**
 - **Electrical**
 - **Vessel entry/confined space**
 - **Ergonomics and Wellness**
- **Maintenance and equipment**
- **Technology related**

Safety Priority -- Always First

- **Safety, Health and Environment - SHE**
- **Ethics**
- **People Treatment**

Our Goal is “0”

Priority and Enforcement

- **Behavior**
 - Senior leaders' struggle
- **Time allotment**
 - Delegation?
- **Standards enforced**
 - The safety audit
- **Code of honor enforced**
 - The young engineer

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In Summary....

- **Leadership is essential**
- **Safety is simple, yet complex**
- **Must draw “tough lines in the sand”**
- **Be willing to change how you think**
- **Always be pushing the envelope!**